

Lessons Learned Of A Different Kind

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Traditional Approach (first part)

- Track and trend data points at our site
- And at other DOE sites
- Focus primarily on ES&H
- Distribute to a focused audience
- Assume they are read

Traditional Approach (next part)

- Monitor site activities for increases or decreases in events/occurrences
- Identify root cause
- Frequently respond with a new procedure or retraining to an old one
- And track effectiveness of corrective action

Traditional Approach (last part)

■ Do we need this kind of a Lessons Learned Program? **ABSOLUTELY.**

- Gives us the big picture
- Allows us to compare ourselves with others and with our own past performance

■ Can this kind of Lessons Learned Program be improved? **YOU BET.**

- Require lessons learned be used as a resource.
- Add a personal and a positive connection.

The Personal Connection

- On-site lessons learned are connected with an individual or team of individuals
- Names and photographs are used
- Emphasis is on what we have learned, not what we did wrong
- Positive impact on workplace thinking

Personal Connection (more)

- Audience is universal
- Distribution – Lab newsletter
- Advertising techniques
- Maintaining a website
- Complaints and compliments
- Rewards and recognition

The Positive Connection

Best Practices!

- Have a positive connotation
- Focus primarily on general mgt topics
- A venue for leading edge business thinking
- Appropriate for all staff
- Can support your org's key objectives
- Apply to staff on and off the job

Some Winning Ways

■ YOU NEED READERS!

- Get their attention
- Advertise in your local newsletter
- Use titles that hint at the subject
- Tell a story -- don't lecture
- Use a little humor – but don't be cute
- Use a conversational tone – but
no jargon, please


More Winning Ways

■ What about content?


■ Offer **DIVERSITY**

- Book reviews
- Professional journal articles
- “Home-grown” articles
- Work with your author(s)
- Use references to maintain your credibility


3 Kinds Of Articles

 Lessons Learned – articles based on real events experienced by real people including prevention actions to decrease the likelihood of recurrence.

3 Kinds Of Articles

 PNNL Insights – based on practices that our staff have discovered to be effective in enhancing some aspect of the work environment, ranging from administrative to technical.

3 Kinds Of Articles

 Best Industry Practices – based on the knowledge and experience of companies renowned for their success in the marketplace. Includes book reviews and articles on the most current and impactful business literature.

Keep Track!

- If you don't know who's reading what, you won't know if anyone's reading anything.
 - Track your **reader group** – who's in it and what's their role in your organization?
 - Track your **articles** – which ones get the most hits – and by whom?
 - Track **reading patterns** – some months are slower/more active than others – good time to take a break or publish the show-stoppers

How are we doing?

■ Current Statistics:

- 71 articles published this year
 - 60% submitted by staff
- 29,000 hits to the website*
- 2700 articles read*
- 1400 unique readers* (38% of all staff)
 - 60% scientists, engineers, sr. mgrs.

*Based on August 2002 data

Don't Give Up!

- The beginning can be ragged
- You may be accused of being from California!
- Find a champion to institutionalize the use of lessons learned/best practices as an integral part of work planning
- Learn. Learn some more.

» **And pass it on.**